# The Pitfalls of Selecting Enterprise Software Solutions And How To Avoid Them

## Survey Results and Buyer's Guide

CRIONA
Unconventional Wisdom

Wise Bytes

# Research Highlights

Our research clearly shows that there are shortcomings in the way companies buy and sell enterprise solutions in 2025. In summary, below are the main conclusions from the research, with our recommendations on how to avoid these pitfalls.

# Context

In today's rapidly evolving business landscape, technology takes centre stage. Whether it's streamlining processes, enhancing decision-making, driving revenue and profit or enabling new products, services and channels to market, software applications form the bedrock of most organizations. From predictive AI to generative AI and deep learning, the quest to harness the power of the cloud knows no bounds.

But amidst this digital revolution, are buyers optimizing their approach to buying software solutions?

The common approach to enterprise software selection has not changed much since the 1990s yet technology has shifted greatly: from perpetual licences installed on-premise, with annual bug fixes provided through an SMS agreement, towards short term (3-5 year) Software as a Service (SaaS) agreements, with constant development and upgrade for cloud-based applications.

**60% of buyers reported regret for a software purchase made in the last 18 months, with significant financial impact on the company[1]**

Since technology is seen as a significant enabler of business growth, it's vital that buyers get the selection of the correct seller and solution right first time. But with this level of regret, we asked the question: **"What are the main pitfalls of software selection?"** to figure out what's going wrong.

We invited participation from experienced software buyers and sellers from across the supply chain spectrum. Respondents from buyers represented manufacturing, logistics and retail sectors while sellers represented a wide array of supply chain related technologies. Respondents have experience of over 200 software evaluations from both the buyer and seller perspective, with the experience shared equally (there's no bias towards either buyers or sellers in the survey population).

From the results and our 30+ years of experience in selecting, buying, implementing and selling software solutions, we have developed strategies for buyers and sellers to avoid these pitfalls and improve the overall outcome for everyone.

**74% of supply chain leaders view technology as key to growth[2]**

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[1] Gartner Digital Markets' 2024 Tech Trends Survey "Why Software Buyers Experience Regret"

[2] Descartes 2025 Survey: "What Companies are Doing to Tackle Escalating Global Supply Chain Challenges"

# Survey Conclusions

### Most buyers fail to prepare sufficiently for change

**84%** Fail to address change readiness before or during the selection process with **15%** believing this is **Always** the case

**80%** Have a bias towards the current state and lack a vision for the future state

### Evaluations focus on features & functions not outcomes or value

**72%** Have a bias towards features and functions, not outcomes. **22%** of Sellers see this **Always**

**73%** Fail to connect the solution capabilities to the value

### Buyers don't dig deeply enough into solution capabilities or roadmap

**80%** Have a bias towards the current state and lack a vision for the future state

**64%** Fail to deep dive on the vendor capabilities and roadmap with **44%** of Sellers believe this is **Always** the case

### The traditional evaluation approach has flaws

**84%** Believe a function/functions have a bias towards a specific vendor or solution type. **25%** of buyers see this **Always**

**64%** Fail to dig deep on the vendor capabilities and roadmap with **44%** of Sellers believing this is **Always** the case

**52%** Conduct evaluations at arm's length with tightly controlled interactions. **22%** of Sellers believe this is **Always** the case

**52%** Believe there is insufficient time to execute the evaluation

Note: All statistics quoted refer to the percentage of respondents stating "Often", "Mostly" or "Always" unless otherwise stated.

# Most buyers fail to prepare sufficiently for change

Survey respondents say change readiness is often overlooked before or during the software selection. With McKinsey finding that 70% of transformations fail to deliver as expected, assessing the readiness for change would seem to be a critical success factor.

**Our survey shows there is a tendency to focus on the current state rather than future state, suggesting that it's not just a lack of Change Readiness but also a lack of vision of what to change that is detracting from the success of software-based transformations.**

These findings and conclusions were also supported by additional survey comments. It appears that buyers:

- often do not understand well enough, the problem they are trying to solve
- may have missed key steps in defining the objectives and the scope of the project
- have not "joined the dots" in aligning the business goals to transformation
- fail to harmonise the OKRs of each department to ensure functional and commercial alignment.

**Criona Observations**

Our findings also raise the question: are some buyers entering into software selection predominantly (but perhaps not intentionally) to put out fires rather than make significant step-changes in capability?

**84%**

Often, mostly or always fail to address **change readiness** prior to or during selection

(15% believe this is Always the case)

**80%**

Have a **bias towards current state** and **lack a vision** for the future state

# Evaluations focus on features & functions not outcomes or value

**With a bias towards features and functions, not outcomes, and a failure to connect the solution capabilities to the value, achieving the business case is at risk or left somewhat to chance.**

Both buyers and sellers reported that, in a majority of cases, the evaluations they participated in focus more on features and functions of the software rather than business outcomes. There was disparity between sellers and buyers, with 100% of sellers believing that evaluations predominantly focus on features and functions, not outcomes: OFTEN (33.3%), MOSTLY (44.4%) or ALWAYS (22.2%), with 56% of buyers supporting this point of view.

If you consider too that there is a bias towards current process and a lack of vision on future state, it's more likely that evaluations default to the features and functions: this is the users' comfort zone.

According to Matthew Dixon and Ted McKenna in "The Jolt Effect", Outcome Uncertainty is the most intractable and hardest source of customer indecision (for a salesperson) to defeat. When the research shows that 72% of customers are not typically connecting Outcomes and Solution Capability during an evaluation, then it's understandable that Outcome Uncertainty is a real issue.

Avoiding uncertainty is human nature. If nothing else, it slows the pace and efficiency of decision making. Factor in that only 16% of buyers are thinking about Change Readiness prior to or during the evaluation and it's no surprise that the final buying decision drags on or leads to subsequent regrets.

**73%**

Often, mostly or always fail to **connect** the solution capabilities to the value

**72%**

Often, mostly or always have a bias towards features and functions, not **outcomes**

(**22%** of Sellers see this as **Always** the case)

# Buyers don't dig deeply enough into solution capabilities or roadmap

## Solution Capabilities

**Focusing on current state and not delving deeply into seller capabilities or roadmap risks missing opportunities for greater value and enhanced performance.**

By not digging deeply into capabilities: not asking both "can you do that?" and "**how** do you do that?", buyers often miss critical points of difference – or worse, specific ways of working that may be essential to your business – or essential to the adoption of the solution by users.

There is disparity between sellers and buyers with 77% of sellers believing it is ALWAYS (44%), MOSTLY (22%) or OFTEN (11%) the case that there is not sufficient examination of solution capabilities or roadmap, while 57% of buyers hold this view (ALWAYS, MOSTLY, OFTEN) and only 13% believing ALWAYS.

**Criona Insights**

Current state processes evolve based on the capability of the systems and people around them. If you are using Excel, your processes are limited to the capabilities and scale of Excel (and the creativity and spreadsheet skills of your users). Evaluating enterprise software against this benchmark fails to capitalise on the greater capabilities, power and speed of enterprise solutions. But this is not good enough in today's highly turbulent and rapidly changing business world. We need to be taking advantage of all possible performance gains.

Anecdotally, it's not uncommon for detailed software evaluations to conclude that multiple sellers can meet the buyer's needs. This may seem reassuring for the buyer – after all, it derisks the decision, but is it a reality? Probably not. Many software sellers invest multi-millions in R&D to create unique Intellectual Property (IP) - capabilities that they can protect with patents that will then set them apart from competitors. It's important to understand this – and put a value to that difference.

**80%**

Have a **bias towards current state** and **lack a vision** for the future state

**64%**

Often, mostly or always fail to **deep dive** on the vendor capabilities and **roadmap**

(**44%** of **Sellers** believe this is Always the case)

## Your Vision and the Future Roadmap

**Focusing on current state – not a vision of the future state - and not delving deeply into roadmap risks missing opportunities for greater value and enhanced performance.**

This also creates the risk of early obsolescence if selecting a seller who's not committed to relevant development for your business and sector.

**Criona Insights**

As we've already stated, software sellers invest multi-millions in R&D to develop IP that differentiates them from others. They are enabling a future world that is beyond today's capabilities. With composable solutions, SaaS based contracts and Cloud hosting, you can gain access to this IP much more readily than in the past. This is your opportunity to stay with or ahead of your competitors.

Development roadmaps will never be guaranteed by sellers, but they are a view into the soul of a vendor: their DNA – what makes them tick. The roadmap is a clear indication of a vendor's priorities. It is as close as you will get to a commitment of where they intend to help move their customers forward. For example, if you are a manufacturer and all the development money is going into retail capabilities for the next 2 years then you'd better be comfortable that the capabilities of that vendor will be sufficient for your business for the next 2 to 3 years. But also, consider if this vendor is likely to return to investing in your sector and your needs later – or will your sector's needs remain a lower priority than others. It's not just the roadmap, if the vendor is acquisitive, are they acquiring technology that will enhance your business and sector or another?

**Where will the vendor's Executive focus be: in your world or another?**

Selecting the right vendor for today but the wrong vendor for tomorrow means the value you'll generate from this transformation is limited – and you risk having to go back out to tender to augment capabilities or replace this vendor entirely, if their roadmap is falling short in your sector or against your needs.

**80%**

Have a **bias towards current state** and **lack a vision** for the future state

**64%**

Often, mostly or always fail to **deep dive** on the vendor capabilities and **roadmap**

(**44%** of **Sellers** believe this is Always the case)

# The traditional evaluation approach has flaws

**One or more functions or stakeholders shows a conscious or unconscious bias towards a specific seller or solution type** with 84% stating this happens OFTEN, MOSTLY or ALWAYS.

Sellers believe this is a more common problem than buyers, with 100% of sellers stating it happens OFTEN (56%) and MOSTLY (44%) compared to 50% of buyers believing it happens OFTEN or MOSTLY. However, 25% of Buyers believe this ALWAYS happens.

**Criona Insights**

It's human nature to be comfortable with what you know, or to stick with an incumbent: "better the devil you know". It feels less risky. And in technology terms, there can be the belief that fewer sellers means fewer problems with integration: one vendor = sole responsibility for making systems talk to each other.

But what are the implications for the business? Potentially very significant: bias can drive a decision in favour of a solution that is not best for the business. It can present a huge change management mountain to climb, if the business functions feel a sub-standard solution is forced upon them. It can result in lower Return On Investment (ROI) and constraints on the business longer-term if the solution has some capability gaps, or shortcomings in the roadmap.

**84%**

Some functions have a **bias towards a specific vendor or solution type**

**(25% of buyers believing this is Always** the case)

The responses to questions of **control, openness, thoroughness and timeliness** of evaluation processes showed a relatively balanced view - with neither buyers or sellers suggesting these are as frequent pitfalls as those discussed earlier in this report.

- **Evaluations are OFTEN, MOSTLY or ALWAYS arms-length and tightly controlled** on 52% of occasions with **66%** of Sellers seeing it frequently (and buyers, 52%).
- **Not allowing sufficient time to execute a thorough evaluation**: Responses are divided on this with 52% seeing it happen OFTEN, MOSTLY or ALWAYS.

While respondents were divided on whether sufficient time is spent on evaluations, with a higher percentage (64%) believing evaluations don't dig deep enough, this suggests many evaluations prioritise the timeline over the depth of the evaluation, risking making the wrong decision. The time planned for evaluation was not highlighted as a significant concern. This is testimony to both buyers for your management of the process and sellers for your responsiveness to these structured approaches.

**Criona Insights**

Experience shows that sellers will always want unrestricted access to buyers, and buyers (particularly) will usually want a well-managed evaluation process – where it's not "open season" on Executive access. For the sellers who feel "preferred", they will usually be comfortable with a well-managed and controlled process. However, if a seller feels they are not leading the pack, then their desire will be for a more fluid and flexible engagement: so they can drive the conversation in their favour.

Buyers often experience internal and external pressure to move quicker than is feasible or desired for the correct outcomes. Internal pressure can come due to the resources tied up in the evaluation, or to start seeing improved business results sooner, not later. External pressure will come from sellers wishing to close the deal as early as possible to avoid the possibility of derailment.

Structured RFI/RFP processes (and a predefined timetable) are the norm. Combine this with a focus on features & functions rather than a more open and collaborative approach, and the result is that time can be managed more easily. This could explain why time may not be called out as a significant pitfall. That said, tight time constraints may have the unintended consequence of selecting a less suitable vendor.

**52%**

Conduct an arm's length evaluation **with tightly controlled interactions**

(**22%** of Sellers believe this is **Always** the case)

**52%**

**Insufficient time** to execute the evaluation

**64%**

Often, mostly or always fail to **dig deep** on the vendor capabilities and **roadmap**

Unconventional Wisdom

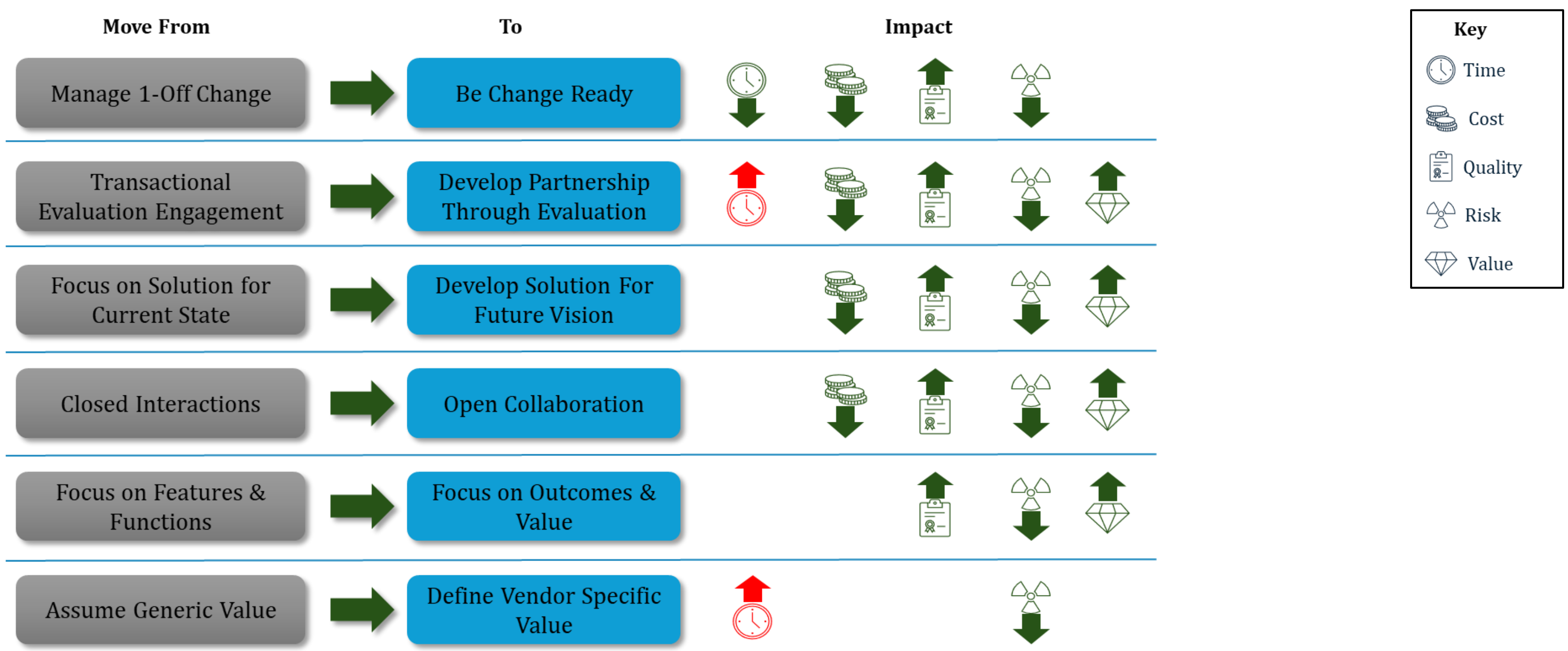
# A New Way

# Six Best Practice Principles

The survey results point to significant and prevalent pitfalls both in the preparation for and the execution of selection processes. The apparent high failure rate of transformations (McKinsey research) indicates that these investments carry risk. Our survey results, experience and the high levels of buyer regret (Gartner research) indicate that the traditional selection process is no longer adequate.

So, what can we take away from the survey that helps us avoid these pitfalls and increase the success rate of digital transformations? There's got to be a better way.

Based on our decades of experience and the specific survey insights, here we highlight 6 principles to underpin a better way of evaluating enterprise solutions, and the impact they have on the **time** taken to select a partner, the overall **cost**, the **quality** of the solution, the **risk** associated with the project and the resultant business **value**.




While most of the impact is positive, there are a couple of principles that could result in a slight increase in the time required to conduct evaluations in this way. We think this small downside is worth the significant upside in cost saving, risk reduction, improved quality and increased value and it's likely that the **overall deployment time would also be reduced as a result of this approach.**

# Strategies for Buyers to avoid the common pitfalls

These 6 principles are embedded within our 5 recommendations that will ensure the business is better prepared for change and the chosen solution partner is one where their contribution to the business outcomes and business case are understood; that they are a solution partner for now and the long-term.


**Benefits**

- **Higher Return On Investment:** Through identifying and deploying the unique and differentiated value-adding capabilities of the seller
- **Lower Risk:** By understanding the unique risks of the chosen seller and mitigating specifically for them. By ensuring the transformation is a success through being *"Change Ready"*
- **Faster Implementation:** Through greater alignment on delivery needs and capabilities
- **Lower Total Cost of Ownership:** Through alignment of capabilities, better contracting and price negotiation. By contracting with a single seller that can meet your needs not just today but over the longer term

# 1. Build a Change Ready organization

Change Management is often thought of as "difficult". Leaders who want to drive change expect a level of resistance, or perhaps ambivalence from some, support and engagement from others. The traditional approach is to treat change as a discrete event, linked to a transformation, but in today's turbulent world, most businesses need to be agile and resilient, where Business As Usual means Change Is Usual. This, of course means you need agile and resilient individuals and teams with the resourcefulness to be able to see opportunities, and feel enabled to act on them.

**Equip individuals and teams with the confidence, belief, and agency to act**

This is **Change Ready:** equipping everyone with the confidence, belief, and agency to thrive through change; to get into action in the right way that drives the right outcomes – **before** a transformation is started. It's the foundation of teams who will use flexible technology and adaptive processes to enable an agile and resilient business.

This way we reduce the risk of messing up, we stay engaged and productive, we even grow productivity and engagement when we announce a change because now that change is seen as positive.

(See: Criona Model For Empowering Change)

**Buyers Should**

- Begin preparing teams for change BEFORE any transformation is conceived. (It's not too late if you've already started the transformation – but don't delay)
- Begin building BELIEF through Agency to take ACTION. This will draw together Individual, Team and Business PURPOSE

**Benefits**

- Team much more actively engaged / ready to move forward and participate in all phases
- Minimises resistance to change

## 2. Create the Art of the Possible, not a Reprint of the Already Familiar

Software buyers need to assess solutions for how these business outcomes **could** be achieved. Software sellers can help, if you help them to understand your operations, priorities and constraints. Take them beyond the feature and function conversation to share expected business outcomes and capabilities (not forgetting to spell out core business or industry must-haves).

**Workshop the "art of the possible" with each vendor**

Workshop the "art of the possible" with them, to show you what your business outcomes and processes could look like if supported by their solutions. But don't do this at the end of the selection process, do it at the beginning, and do it with several sellers.

It's valid to ask the question: "should we define our 'requirements' around the solution capabilities or lead with our aspirations and see where the technology can take us?" If you have clear aspirations, then challenge the sellers to show you how they meet those aspirations. But keep the doors open to sellers presenting another way. Your aspirations may be great – and could advance your business considerably - but they may also not encompass what's possible. Don't miss opportunities to go beyond your aspirations if they are constrained by your knowledge. Having said that, don't limit your aspirations to what you think sellers can do. Let sellers show you how things could be, and, from this, you can refine your transformation aspirations.

**Buyers Should**

- Define the desired business outcomes
- Discuss your outcomes and business priorities with sellers
- Share details of your operations, priorities and constraints (in an open dialogue)
- Explain core business or industry must-haves
- Workshop the "art of the possible" with sellers, to define how your business outcomes and processes could be supported by their solutions
- Iterate your requirements between your needs and the possibilities you determine from each vendor, keeping in mind the business outcomes

**Benefits**

- Lowers risk of early obsolescence
- Lower Total Cost of Ownership
- Begins building partnership early

# 3. Establish how outcomes and business case will be delivered

## Criona differentiates between Outcomes and Value

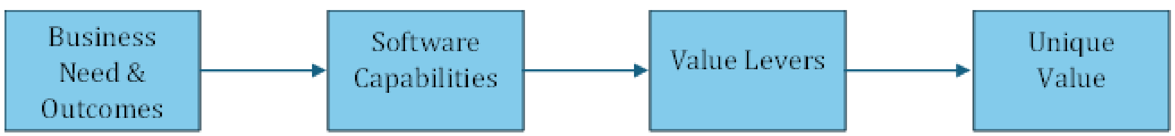
**Outcomes** are the business needs or business capabilities (not software features) that should be fulfilled by the chosen solution. The technical capability to deliver outcomes is enabled by the software features & functions.

**Value** is the quantification of the impact of solution capabilities (where solution is a process enabled by people and technology)

Features and functions enable the outcomes but beware too much emphasis on features & functions during the evaluation. Outcomes may be achieved in many ways and a feature and function focus can cloud that. Ask sellers to demonstrate how your outcomes will be realised. This may be complex and require a Proof of Concept (POC). This should be an investment that sellers are willing to make but be aware they may ask you to make a financial contribution to the POC effort. They could simply be testing your commitment to them so be prepared to resist this request.

**Ask each vendor to demonstrate their contribution to your business case**

Where each seller's capabilities seemingly match but the underlying technology and approach is different, then the value realized could differ from seller to seller. This is why it's important that evaluations focus on capabilities to meet needs/outcomes and then calculate the value that the specific seller capabilities will deliver.




Work with the seller to build the connection between business needs and outcomes, software capabilities and the value levers. Ask sellers to define how they will deliver value, especially where there is unique value – seeing what is available today and from their roadmap. Take care to clearly document the interdependencies and prerequisites of modular capabilities.

**Buyers should:**

- Assess solutions for how your business outcomes **could** be achieved
- Ask sellers to demonstrate how your outcomes will be realised
- Build the connection between business needs and outcomes, software capabilities and the value levers
- Understand the specifics of how the seller will deliver value, especially where there is unique value
- Ensure all stakeholders understand the interdependencies and prerequisites of modular capabilities

**Benefits**

- Greater confidence in realizing the outcome and a more accurate ROI
- Encourages shared commitment to deliver outcomes and value
- Greater understanding of the differences offered by each seller

# 4. Determine how sellers support your current & future business needs

Selecting enterprise software is a decision that will almost certainly not be reassessed at the end of a 3-to-5-year SaaS contract – if done well! Enterprise software solutions often require considerable change effort around process and people as well as significant effort to configure and deploy. The ROI could be 2-3 years after deployment so it's not feasible to change the technology frequently.

Thus, it's important to think beyond today, and even beyond the 3-year horizon of the contract; to consider what the business needs could be in 4 to 5 years and maybe beyond.

You don't need a watertight 10-year business strategy, let alone functional strategy. So how are we expected to anticipate future technology needs? We don't need to predict the technologies or the capabilities we will need in 5 years or more. We need to ensure we back a technology seller that is:

1. Experienced in and committed to your industry sector (and any sector that you may be taking a strategic interest in)
2. Investing significantly in relevant innovation and development
3. Merging or acquiring to enhance their solutions in ways that fit your business needs now or in future

**Partner with technology sellers who are committed to ongoing investment in your sector**

**Build a platform that enables current and future needs and capabilities**

**Buyers should:**

- Have clear objectives, outcomes, scope, success criteria and timescales aligned with the business strategy
- Examine what sellers can offer long-term as well as immediately, through the right partnership.
- Review seller's strategy, roadmap and M&A plans (as much as is possible)
- Evaluate the realism and relevance of seller's vision and route to that vision

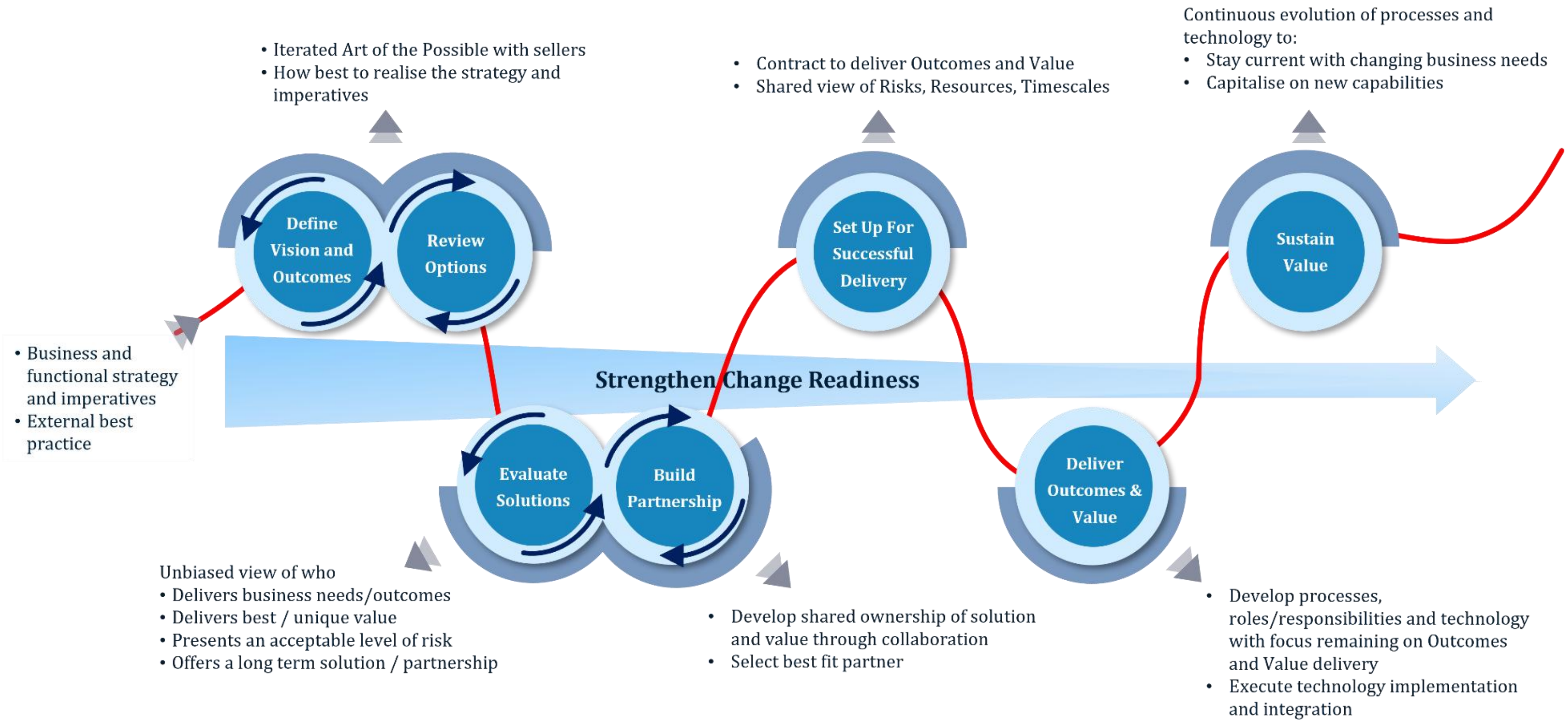
**Benefits**

- Ensures longevity in the solution you select
- Delivers greater ROI and reduces Total Cost of Ownership in the long run

# 5. Reimagine the Evaluation Process

No evaluation will be without risk. But there are some fundamental things that can be done differently to improve on the traditional approach that's been flagged in this survey as still predominant.

Here is our 5-step process for successful evaluation and transition into value realisation. It encompasses the 4 key recommendations above and embodies the principles set out at the beginning of this section of the report. This process also addresses the underlying approach to an evaluation: moving from transactional and arms-length to a partnership building.



## 1. Collaborate Openly To Build A Partnership

Start as you want to continue: set up an open, and collaborative engagement where both parties can find common ground and common purpose. Don't wait to build that relationship after the contract is signed and you move into the deployment phase. That time will be frenetic enough and imagine how much more constructive the contract negotiation and the project planning will be with a partner where you've already spent the last 3 to 6 months (or longer) building a sense of shared responsibility, a collective view of realistic outcomes, a joint position on risk.

**Openly collaborate with sellers from the beginning**

Don't be concerned about ceding ground in the contract negotiations: this is a partnership for the long term and both parties will thrive where they both feel equally invested in the outcome.

## 2. Manage Internal Bias

**Accept bias will be in the process and evaluate the logic behind the**

25% of Buyers believe there is ALWAYS inherent bias in the evaluation and decision-making process. And behavioural economics suggests they are correct. No one is immune from the biases that can lead to poor decision-making.

So, what can you do to counter bias?

1. Accept that there is likely to be bias in your organisation: rational or irrational, intended or unintentional
2. Understand what that bias is and what's driving it: make it visible but don't be critical
3. Build logic around rational bias: bring that logic into the evaluation

## 3. Use the experience of a specialist advisor in software selection

There are clear advantages in using an independent partner to assist with the evaluation. The partner should not benefit from implementation revenue from any seller. They should come with a proven methodology and a knowledge of the market. An external partner will also help address any internal bias. Choose a partner who can guide you through the process and, particularly, help you follow the principles and process highlighted here, setting up a collaborative process, assisting with Change Readiness, examining **Needs**, **Value**, **Risk** and **Longevity**. See: Criona Model For Empowering Buyers Of Enterprise Software

**Use a specialist selection partner, not a general implementation**

## 4. Look beyond the perceived leaders

The number of sellers that you evaluate depends on the number of players in the market, the maturity of solutions, the rate of innovation, the resources you have available and the urgency of the program. In our 2024 research "The Magic Quaderatics", (https://youtu.be/7upkQZaLvdA) we looked for year-on-year trends in sellers' positions in the Gartner Magic Quadrants (MQs), We found that some sellers do move between the quadrants quite considerably, year to year. Their position is just a snapshot in time: there's no obvious trend to their movements, in the MQs we examined.

**Consider a diverse range of potential technology partners**

As a minimum we recommend working with at least 2 or 3 *Leaders* and perhaps 1 or 2 *Challengers* (using Gartner's Magic Quadrant terminology). For this aspect of the evaluation the ability to execute is as important as completeness of vision. Working with *Visionaries* may give insight into future capabilities that may have some value but, unless they possess some unique and valuable capabilities now, their ability to execute today is likely to be a constraining factor rather than an advantage.

**Buyers should:**

- Carefully set out expectations and process both internally and with the sellers – based on the recommendations we make - because this is likely to be a big step away from the norm
- Use an independent external advisor to help you become change ready and manage the selection process from start through to contracting, and particularly guide you and the sellers through unfamiliar approaches
- Retain the independent advisor throughout the implementation – in a role of "non-exec Director" to guide and keep the process honest to the desired outcomes
- Be aware of and manage internal bias – make it a transparent part of the evaluation
- Evaluate approximately 3-5 sellers - a mixture of *Leaders* and *Challengers* (using Gartner's Magic Quadrant terminology), perhaps having considered 2-3 additional sellers in a preliminary discussion
- Take advice from market experts on who to include in your evaluations

**Benefits**

- Be better prepared for change
- Greater understanding of cultural fit with sellers – partnering for the long term
- Higher quality, more achievable outcome & vision, with lower risk
- Enables shared commitment to deliver outcomes and value
- Encourages greater internal and external engagement and alignment
- Have confidence in the solution provider's contribution to the outcomes and ROI
- Greater understanding of the unique value and differences offered by each seller

# Challenges to address in the New Way

We don’t kid ourselves that this *New Way* is easy: we’re challenging decades of traditional thinking and common practice but it’s clear from the various survey results that there is a need for improvement. Here are some of those challenges you could face:

### Asking buyers to do something different

Building confidence in openness and collaboration

Challenging the fear of giving away negotiating position

Making it okay to not share everything with every seller

### Asking sellers to do something different

Contributing to buyer's vision

Collaborating while bidding

Demonstrating their contribution to outcomes - not features & functions

Calculating their unique value

Linking value and capabilities to outcomes

Cofidence in sharing strategy and roadmaps

### Learning to communicate differently

Openness and building trust from Day 1

Workshopping rather than scripted demos

Achieving consensus on value, the contribution of capabilities and their prerequisites

An experienced independent partner can guide you through the different aspects of this *New Way* and help address the challenges that you may face.

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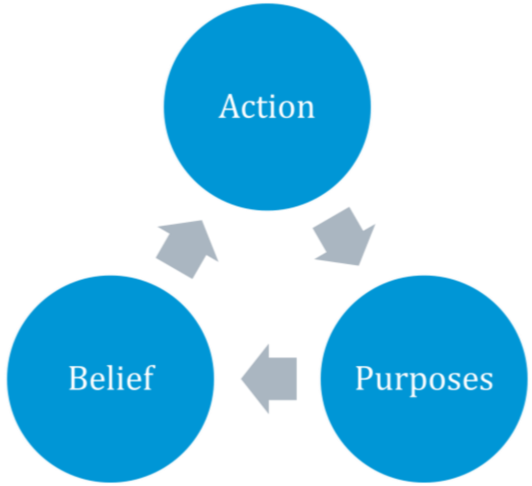
# Additional Material

# Criona Model For Empowering Change

So much of successful business transformation is about people: the leaders and their teams.  It all starts with a vision, but that vision is worthless if it can't be delivered, if nobody believes in it or believes it's achievable.

**At Criona we believe in 5 fundamental principles:**




1. Change starts **before** a Digital Transformation is even conceived
2. Change doesn't start with learning new ways; it starts with the **BELIEF** that you can learn new ways
3. Individual, team, and business **PURPOSES** might not always align. Accept this and draw Purposes together, as closely as possible
4. Maximise agency to take **ACTION**
5. **BELIEF** in self, team and leaders with acceptance of multiple **PURPOSES** and agency for **ACTION** is a virtuous cycle

## Successful Change is all about Belief, Purpose and Action

We are on a mission to help our clients achieve business outcomes that are **beyond usual**, through digital technology.

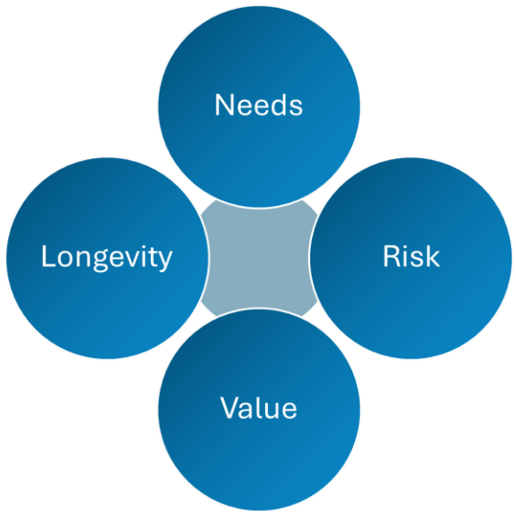

***How?*** By incorporating **Change Readiness** into both the buyer and the seller side of the partnership.

A **Change Ready** organisation consists agile and resilient individuals and teams with the resourcefulness to be able to see opportunities and feel enabled and empowered to act on them.  They turn BELIEF into ACTION.

***What does that entail?*** Equipping everyone with the confidence, belief, and agency to thrive in a turbulent environment, to get into action in the right way that drives the right outcomes.

***How do we do it?*** By building core capability to engage with the future business competently, confidently, and productively.  By emphasising actions on change over reflections on change.

# Criona Model For Empowering Buyers Of Enterprise Software




**Criona empowers buyers through our comprehensive Evaluation Methodology, built around 4 Key Dimensions particularly suited to today's rapid innovation cycles, cloud-based applications and SaaS contracts.**

**NEEDS:** What are my business objectives & outcomes and how does the seller uniquely meet those needs?

**VALUE:** How will the seller uniquely deliver value to help me achieve my ROI target and associated business KPIs?

**RISK:** To what extent does the seller present a manageable level of risk?

**LONGEVITY:** How does the seller support my business in the future, as my objectives evolve, and needs develop?

**How is this different to traditional approaches?**

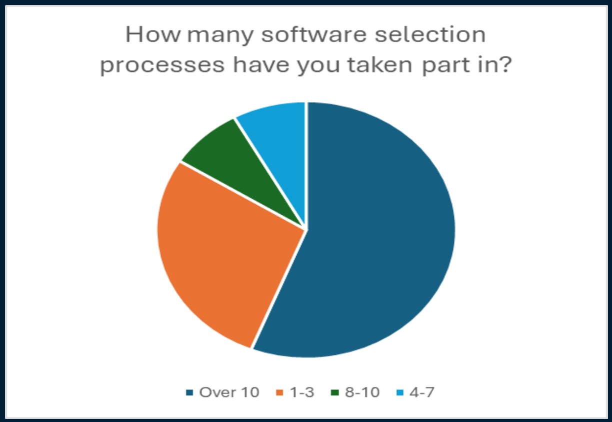
- Builds partnership with seller from day 1, sharing goals and outcomes with the selected seller
- Stronger focus on value and needs/outcomes
- More comprehensive evaluation of the seller's unique capabilities

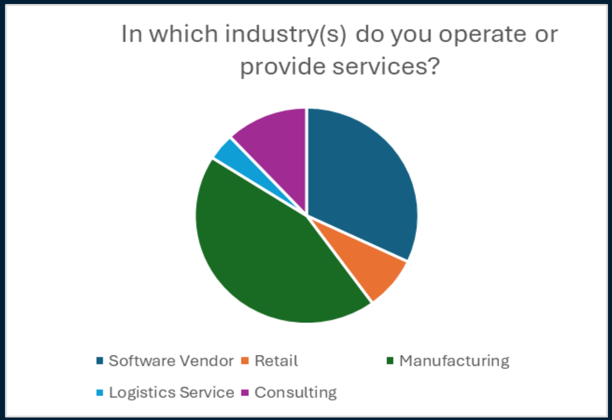
The results are clear:

- **Higher Return On Investment:** Through identifying and deploying the unique and differentiated value-adding capabilities of the seller
- **Lower Risk:** By understanding the unique risks of the chosen seller and mitigating specifically for them
- **Faster Implementation:** Through greater alignment on delivery needs and capabilities
- **Lower Total Cost of Ownership:** Through alignment of capabilities, better contracting and price negotiation. By contracting with a single seller that can meet your needs not just today but over the longer term

Criona's 2024 Pitfalls Survey was designed to understand the process and organizational challenges relating to selecting the right enterprise solutions particularly supporting the supply chain.

The survey was conducted online From October to December 2024 among 25 respondents representing over 200 software evaluations, from the U.K, US and Europe with businesses across multiple manufacturing, retail and logistics supply chains sectors, mostly operating globally. Buyers represented companies with revenues from $300m to over $2b. Sellers represented companies with revenues from $300m-$2b.




## About Criona

From the Gaelic word "Crionna", meaning “wise”

At Criona, we apply **unconventional wisdom** in everything we do.

We don't follow the road most travelled; we challenge the accepted norm, bringing results that are beyond usual.

**Our Mission** is to help our clients achieve business outcomes that are **beyond usual**, through digital technology.

Whether you are buying and deploying digital capabilities or selling and delivering those technologies, our unrelenting client focus brings you value beyond **usual**, built on sustainable outcomes.

**Our Team** are industry experts, experienced in transformation: buying, selling and implementing enterprise software solutions. We’ve lived the process from all perspectives: we have been in your shoes – successfully delivering complex software purchases, sales and business transformations, enabled by digital technology.

We are committed manufacturing and supply chain and technology specialists with broad industry sector and best practice knowledge built over 30+ years.

CRIONA
Unconventional Wisdom

Wise Bytes is Criona’s platform for our points of view.

Stay up to date with the latest research and insights from Criona through our podcasts, blogs, publications and webinars on our website and LinkedIn

www.criona.co.uk

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